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ABSTRACT

This kit on personnel organization in member libraries of the Association of Research Libraries (ARL) is a revised and updated version of a 1973 kit. In the past, personnel functions within libraries were often carried out through the parent institutions' personnel offices in conjunction with existing administrative offices of the libraries. However, results of the 1977 SPEC (Systems and Procedures Exchange Center) survey indicate a definite movement toward organizing the array of personnel functions within a library personnel office. Of the 55 libraries that responded to the survey, 24 (44%) indicated a minimum of one full-time staff member responsible solely for the library's personnel program. An additional six libraries (11%) indicated that they expected to create a personnel position in the near future. The kit contains the following: an Office of Management Studies listing of staff development officers at ARL libraries; seven position and personnel office descriptions (six for specific academic libraries and one for the Library of Congress); and a committee report defining the duties and qualifications of the chief personnel officer of a university library. Study results indicate that some offices are primarily involved in record-keeping activities and coordination with university personnel offices, while others are involved in policy-making, staff development program design, and ombudsman-like activities. (THC)

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Personnel Organization

Kit 3A

UPDATED 1977

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SPEC KIT EVALUATION

The materials in this Kit were collected from a survey of the member libraries of the Association of Research Libraries. They were selected for inclusion here because they are among the best examples received of current management practices in academic and research libraries.

These documents are working tools developed by individual libraries to meet their specific purposes. The materials are not intended to provide models or prototype systems that can simply be copied by other libraries. Instead, these illustrations should stimulate further innovation and improvement in the management practices of academic and research libraries.

We will appreciate your evaluation of this Kit.

* * *

Subject of Kit _____

How useful did you find this SPEC Flyer and Kit?

Very much _____

Quite a bit _____

Somewhat _____

Not at all _____

How did you use these materials?

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What topics would you like to see covered in the future?

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December 1973, No. 3A
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ISSN 0160 3574

PERSONNEL ORGANIZATION IN THE ARL LIBRARIES -- SURVEY RESULTS AND ANALYSIS OF DOCUMENTATION

In the past, personnel functions within libraries have often been carried out through the parent institutions' personnel offices in conjunction with existing administrative offices of the libraries. However, the SPEC survey has indicated a definite movement towards organizing the array of personnel functions within a Library Personnel Office. Of 55 responses to the Personnel Survey, 24 (44%) indicated a minimum of one full-time staff responsible solely for the library's personnel program. An additional 6 libraries (11%) expect to create a personnel position in the near future.

SCOPE: While some library personnel offices are responsible only for personnel programs and functions related to support staff, the majority direct their activities to professional staff, or both. The range of activities of the offices is wide. Some are primarily involved in record-keeping activities and coordination with university personnel offices; others are involved in activities such as policy-making, staff development program design, ombudsman-like activities, etc. The size of the personnel offices varies from one professional with clerical support to four professionals with clerical support.

DOCUMENTATION: The Kit on Personnel Organization contains samples of the following types of documents and totals 61 pages.

(Seven of these documents are new as of October 1977)

- OMS Listing of Staff Development Officers at ARL Libraries June 1977 — 6 pp.
- Position and Personnel Office Description - 7 documents - 44 pp.
- Committee Report - 1 document - 11 pp.

The Kit on Personnel Organization is available for $7.50 to ARL members and SPEC Subscribers and for $15.00 to others, prepayment required.

The Systems and Procedures Exchange Center (SPEC) is operated by the Association of Research Libraries, Office of University Library Management Studies, 1527 New Hampshire Avenue, N.W., Washington, D.C. 20036. Telephone (202) 232-8656.

ISSN 0160 3582

PERSONNEL ORGANIZATION

KIT #3A- DECEMBER 1973

REVISED AND UPDATED FALL 1977

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* - New Document 10/77

RESPONSE TO OMS SURVEY OF JUNE 6, 1977 REGARDING PERSONS INVOLVED IN PERSONNEL OR STAFF DEVELOPMENT

INSTITUTION	PERSONNEL OFFICERS	STAFF DEVELOPMENT OFFICERS	9/77
U. of Alabama -	Dr. Arthur P. Young	Mrs. Exir Brennan	
U. of Alberta -	N. Everett G. G. Turner (academic staff)		
U. of Arizona -	J. Robert Adams, Associate Librarian	Ruth Dickstein	
Arizona State U. -	Helen L. Gater	Same	
Boston Public -			
Boston U. -	Mrs. Jean Feuer		
Brigham Young U. -	Sterling J. Albrecht	Same	
U. British Columbia -	I. F. Bell, Associate Librarian	Erik de Bruijn, Administrative Services	
Brown U. -			
U. California Berkeley -	William E. Wenz	Myra Kolitsch	
U. California Davis -			
U. California Los Angeles -			
U. California San Diego -	Yvonne Elias	Same	
U. California Santa Barbara -			
Case Western Reserve-	James F. Bills	Same	

INSTITUTION		PERSONNEL OFFICERS	STAFF DEVELOPMENT OFFICERS
Center for Research Libraries	-	Jeniece Guy	Same
U. Chicago	-	Jane E. Marshall	Same
U. Cincinnati	-	Paul E. Arends	
U. Colorado	-	Mr. Leo W. Cabell	
Colorado State U.	-	Robert H. DeWitt	Same
Columbia U.	-	Frederick Duda	
U. Connecticut	-	Sheila D. Creth, Asst. Director	Same
Cornell U.	-	Paul W. Eldridge	Same
Dartmouth College	-		
Duke U.	-	David Dowell	Same
Emory U.	-	Paul M. Cousins, Jr.	Same
U. Florida	-		
Florida State U.	-	Mrs. Frances McAdams	Mrs. Alice Moore
Georgetown U.	-	Mr. James DeLancey, Associate Librarian	Same
U. Georgia	-	Mrs. Rea Christofersson	
Harvard U.	-	Phillip Leinbach, Asst. U. Lib. for Personnel	Same
U. Hawaii	-	Ms. H. Kathee Hoover	
U. Houston	-	Cheryl Daly	Marvine Brand

INSTITUTION	PERSONNEL OFFICERS	STAFF DEVELOPMENT OFFICERS
Howard U. -		
U. Illinois -	Robert F. Delzell	Same
Indiana U. -	Ann Bristow Beltran	Same
U. Iowa -		
Iowa State U. -		
John Crerar L. -		
Johns Hopkins -		
Joint U. L. -	Mrs. Gail Workman	
U. Kansas -	Mary Green, Asst. Dean	Same
U. Kentucky -	Faith Harders, Asst. Dir. for Personnel	Same
Kent State U. -	James W. Geary, Faculty-Staff Coordinator	
L. of Congress -	Glen A. Zimmerman	Harvey H. Joiner
Linda Hall L. -		
Louisianna S.U.-	Caroline Wire, Asst. to Director	
McGill U. - -	Miss Mary Garden	Same
McMaster U. -		
U. Maryland -	Ronald Naylor	

INSTITUTION	PERSONNEL OFFICERS	STAFF DEVELOPMENT OFFICERS
U. Massachusetts -	Pat Graves	Virginia Conrad
M.I.T. -	Margaret A. Otto, Asso. Dir. of Libraries William J. Duncan	Same
U. Miami -	Dr. Archie L. McNeal	Same
U. Michigan -	Mrs. Lynn F. Marko, Asst. for Personnel Dev.	Same
Michigan S.U. -	Richard E. Chapin, Charles Rettke	
U. Minnesota -	Clarence S. Carter	
U. Missouri -	Robert Grey Cole, Associated Director	Same
Nat. Ag. L. -	William Lewis	Nancy Lewis
N. L. of Canada -	Mr. George Salton	Miss Jean Higginson
N. L. Of Medicine -	James J. Hartman	Sally S. Burke
U. Nebraska -	Charles E. Chamberlin, Asst. Professor	
N.Y. Public -	Miss Katherine L. O'Brien	
N.Y. State L. -	Bettina H. Wolff	Same
NYU -		
U. N. Carolina -	Joseph Jerz	Same
Northwestern U. -	Robert L. Ireland	
U. Notre Dame -		Berniece Cunningham

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INSTITUTION	PERSONNEL OFFICERS	STAFF DEVELOPMENT OFFICERS
Ohio State U. -	Neosha Mackey (effect. 1/1/78)	Same
U. Oklahoma -		
Oklahoma State U. -	Norris K. Maxwell, Norman Nelson	
U. Oregon -	H. William Axford, Director	Same
U. Pennsylvania -	James Michalko	
Pennsylvania S. U. -		
U. Pittsburg -	Mr. Robert Nuemann, Asst. to Director	Ms. Karen Adams, Staff Services Officer
Princeton U. -	Maria Larson	Roger Parent
Purdue U. -	John Thomas	Same
Queens U. -	Mrs. Margaret Clark, Library Admin. Officer	Ms. Sandra Casey, Head, Search Unit
Rice U. -	Richard L. O'Keeffe, Librarian	Beth Wray
U. Rochester -	Margaret Perry, Acting Director	
Rutgers U.		
Smithsonian I. L. -	Thomas Wilding, Administrative Librarian	Same
U. South Carolina -	Mrs. Davy-Jo S. Ridge	Same
U. So. California -		
So. Illinois U. -		
Stanford U. -	Barbara Van Deventer, Acting Library Personnel Officer	Same

INSTITUTION	PERSONNEL OFFICERS	STAFF DEVELOPMENT OFFICERS
SUNY - Albany	Jean Whalen	Same
SUNY - Buffalo	Ms. Mary Ellen State	
SUNY - Stony Brook	Esther J. Walls	
Syracuse U.		
Temple U.	Mrs. Jane Titus	
U. Tennessee		
U. Texas - Austin	Leroy W. Nellis, Assistant to the Director	Keith Russell
Texas A&M	Pamela Walton	Same
U. Toronto	Donald A. Smith	Sylvia Salo
Tulane U.		
U. Utah	Mrs. Winnifred Margetts	Same
Virginia Poly. Tech	Thomas A. Souter	
U. Virginia	Kendon Stubbs	Robert Seal
U. Washington	Mr. John Mayeski	
Washington State U.		
Washington U.	John M. Strecker	
Wayne State U.	Robert Grazier	Vern M. Pings, Director
U. Western Ontario	Harvey Gilmour	
U. Wisconsin	Mr. Gerhard Naeseth	Ms. Silvia Watson
Yale U.	Bella Z. Berson	Barbara von Wahlde

Assistant Librarian for Personnel
Library Administrative Offices

1. Under the general direction of the University Librarian, has responsibility for personnel services and staff development in the University Libraries and for the Staff of the Personnel Office.

2. Serves as the Library Affirmative Action Officer.

3. Carries out recruitment of professional staff and makes recommendation of salary and rank for new professionals.

4. Establishes job classifications for support staff positions.

5. Participates in annual salary and promotion reviews for all staff.

6. Provides counseling to staff and supervisors on various employment and personnel matters, including grievances.

7. Serves as liaison with the University Personnel Office and provides interpretation of personnel policies.

8. As a member of the Librarian's Conference, participates in the formation of Library policies particularly as they relate to personnel matters.

9. Performs other related duties as required.

Qualifications:

1. M.L.S. and five years of professional library experience, including supervisory experience, preferably in a large academic library.

2. Personnel training or experience highly desirable.

2/76

Staff Development Coordinator (minimum equivalent rank: Librarian II)
Administrative Offices

Duties:

1. Studies particular types of staff development programs, such as orientation programs, on the job training, in-house training of specialists, job rotation, and supervisory training, including reviewing these activities in other institutions and assessing the requirements for and the appropriateness of their application in the Yale Library.

2. Designs and coordinates the implementation of specific staff development activities, consulting with appropriate supervisory and administrative staff in the Library in developing priorities and procedures.

3. Counsels individual staff members on staff development opportunities.

4. Participates on staff advisory committees in areas of staff development.

5. Participates in the administrative review of performance ratings and consults with department heads and supervisors on the establishment of rating standards.

6. Assists in the selection of staff members for participation in the various staff development programs.

7. Gathers and communicates information to staff on staff development programs outside the Yale Library.

8. Evaluates the reports on staff development programs; recommends changes and new areas of activity.

Qualifications:

1. College degree; graduate degree in Library Science or Management, or extensive personnel experience.

2. Substantial understanding of the broad range of activities and objectives of the various departments of a large library, as would normally be acquired after two or more years of experience, preferably in more than one area of operations of a large research library

3. Staff development or other relevant experience, such as supervision, teaching, or training.

4. The ability to communicate effectively with all levels of staff

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POSITION: Personnel (Supervisor) University Libraries

GENERAL PURPOSE

Performs generalized personnel functions such as employment, personnel records, employee relations in the Library personnel department.

TYPICAL DUTIES AND RESPONSIBILITIES

Under the general direction of the Assistant Librarian for Personnel, and with considerable latitude for exercising discretion and independent action, typically carries out all or most of the following responsibilities:

Interviews job applicants for clerical and technical positions, evaluates job experience, education and training, skills, knowledge and abilities, physical and personal qualifications and other data pertinent to job requirements. Administers tests and interprets results, as required. Determines suitability of applicants and refers those qualified to departmental supervisory personnel for secondary interview. Assists and advises departmental supervisory personnel in the selection of applicants and maintains necessary follow-up with applicant regarding acceptance for employment. Explains conditions of employment and supplies information or refers to proper party for information relating to company policy, pay, working conditions, benefits, etc. Prepares and maintains records of those interviewed, accepted or rejected and related information to substantiate action.

Monitors personnel activity to assure proper utilization of job classifications and salary structures. Revises and updates job descriptions, may audit job and prepare job description. Advises and counsels employees on transfers and promotional opportunities. Implements Affirmative Action objectives in hiring, promotion and transfers. Meets with employees and supervisors to discuss employee relations problems. Gathers and studies information relating to problem, consults, as required, with other personnel staff and recommends action to solve problem.

Supervises and coordinates the compilation and maintenance of personnel records. Coordinates recording and filing of information and data related to wages and salary, transfers, attendance records, performance evaluations and other related personnel activities. Supervises and coordinates the processing of personnel forms to initiate

payroll and benefit action. Coordinates with other Personnel Officers, Benefits, Payroll and Yale Health Service staff personnel to solve problems and clear questions. Interprets personnel policy and procedure and provides necessary orientation and direction for implementation.

Supervises the development of current job openings listing, stating job duties and qualifications. Approves listing for printing.

Develops and prepares reports and data relating to personnel activities and practices. Recommends modification of current practices and policies.

Supervises and coordinates the activities of several personnel clerical assistants. Provides for their training and development. Evaluates performance and recommends salary, hiring and related personnel action.

EDUCATIONAL AND/OR EXPERIENCE REQUIREMENTS

College degree or equivalent training and experience, required. One to three years experience in one or more specialized area of personnel such as employment, records, employee relations, wage and salary, required.

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UNIVERSITY-WIDE

Personnel Assistant A — Labor grade 07

Under the general direction of the Personnel Supervisor, deals directly with applicants for employment, employees, supervisors, and personnel in other departments of the University, exercising judgment as required.

1. Distributes and receives applications for employment, and schedules screening interviews, as appropriate.

2. Screens applicants for temporary or seasonal employment, including responsibility for student hiring procedure and summer employment.

3. Receives temporary staffing requisitions. Maintains close communication with departmental supervisors to determine their specific needs and to follow-up on referrals.

4. Receives forms requesting various personnel actions and takes appropriate steps to verify information, create or update personnel files, and prepare required correspondence.

5. Provides routine policy and procedure information concerning employment, transfer, promotion, benefits, etc., upon individual request.

6. Answers, screens, and directs telephone calls. Schedules meetings and appointments.

7. Prepares, types and distributes confidential and non-confidential correspondence, standard forms, reports, and analyses from handwritten copy, primary or semi-finished source material and dictating machine recordings. May also compile statistical reports and compose routine correspondence.

8. Receives, opens, sorts, screens, and routes incoming mail and routes outgoing mail.

9. Performs additional related duties as required.

Qualifications:

1. High school diploma.

2. Three or more years as a personnel clerk, secretary or office assistant or equivalent preparation.

3. Typing ability.

THE PENNSYLVANIA STATE UNIVERSITY LIBRARIES

In keeping with other faculties in the various colleges of the Pennsylvania State University, the major responsibility for academic personnel matters in the University Libraries rests with the heads of its three major divisions, Bibliographic Resources and Services, Reference and Instructional Services, and Commonwealth Campus Libraries.

Considerations of academic quality must be the basis for academic personnel decisions, and these division heads have a role of central importance in monitoring general standards of quality, equity and adequacy of the procedures used in reviewing candidates for appointment, promotion, and tenure.

The position of personnel manager is, therefore, expected to be staff rather than academic, calling for a personnel background with a knowledge of what librarianship is about. The person in this position will have full confidentiality clearance and will serve as a resource for various committees, particularly those involved in promotion and tenure matters. Working closely with the division heads, the personnel manager will coordinate recruitment and hiring procedures for library faculty and graduate assistants and will administer the personnel program for Staff Exempt, Staff Nonexempt, Clerical, Technical Service, and part-time support staff. The personnel manager will serve as the Dean's liaison with University Personnel Administration, interpreting University personnel policies and procedures and assuring compliance with such, and will implement Affirmative Action and equal opportunity measures according to the University's plan.

Other important functions of the position will include managing the job classification system for clerical and staff personnel; coordinating with appropriate administrators on matters of position audit and control, job realignment, and reassignment of vacant positions; proposing and implementing appropriate staff development and orientation activities; administering performance evaluation programs; managing job announcement and promotional procedures; counseling support staff and supervisors on personnel matters; and supervising the processing and maintenance of personnel records, with custody of all personnel files.

Assignments will also include developing and coordinating the Libraries' participation in externally funded personnel programs such as Federal College Work Study and CETA, as well as assembling and analyzing data for operating reports and surveys.

HARVARD UNIVERSITY LIBRARY
CAMBRIDGE, MASSACHUSETTS 02138

University Library Personnel Office

In addition to direct responsibility for personnel programs in the College Library,* this office coordinates personnel policies throughout the University Library. Specifically, this office:

1) Recruits, interviews, and keeps files on all persons interested in professional positions in the Harvard Libraries.

2) Advises on job classification, salaries, staff development, and staff relations.

3) Interprets Harvard University personnel policies.

4) Provides information on library schools, conferences and meetings, and professional vacancies in other academic libraries.

5) Advises individual staff members on career development.

The staff of the Personnel Office, consisting of the Assistant University Librarian for Personnel, Personnel Associate, and Staff Assistant, are prepared to answer or to find the answer to all questions about personnel policies and programs.

*The College Library is the "central collection" under the Faculty of Arts and Sciences and is housed in the Widener, Houghton, Lamont, Hilles, Cabot Science, Pusey, Fine Arts, Littauer, and Harvard-Yenching Libraries. The staff of the College Library is about 400 persons. The University Library is the College Library plus the libraries of the science departments, research institutes, and professional schools.

1 October 1977

HARVARD UNIVERSITY LIBRARY
CAMBRIDGE, MASSACHUSETTS 02138

ASSISTANT UNIVERSITY LIBRARIAN FOR PERSONNEL

1. Recruit, interview, and place librarians and other professional staff.

2. Supervise recruitment, interviewing, and placement of supporting and student staff in the College Library.

3. Coordinate personnel policies with University Personnel Office and other University offices.

4. Participate in general administration of University and College Library.

5. Initiate and plan orientation, training, and staff development programs.

6. Advise and assist in staff/supervision relations.

7. Assist in preparation of College Library budget.

8. Oversee the ranking and appointment system for librarians, including evaluations, salary administration, and promotion policies.

9. Participate in University personnel administration through membership in such groups as Personnel Policy Council, Equal Employment Opportunity Committee, Personnel Officers Group, and ad hoc task forces.

1 October 1977

April 1970

CORNELL UNIVERSITY LIBRARIES

Position Title: Personnel Officer

Statement of Duties and Responsibilities:

Under the direction of the Director of Libraries, is responsible for all staff functions relating to personnel management in the University Libraries within the framework of University policy and subject to the review and approval of the University Personnel Director. Interprets University personnel policies and regulations as they apply to University libraries staff. Formulates personnel policies applying to University Libraries and establishes personnel practices and procedures. Advises the Director on personnel policies affecting academic staff.

Recruiting and Selection of Staff - With the Director and Associate Director coordinates recruiting program for academic staff, and participates in selection of academic staff. With the assistance of the University Personnel Office recruits non-academic staff and establishes and administers Library procedures and criteria for selection of non-academic staff. As a regular and continuing practice actively recruits minority and disadvantaged personnel. May conduct interviews and tests as necessary. Authorizes all non-academic staff appointments prior to execution of appointment forms by Budget and Accounting Office.

Job Classification and Evaluation - Reviews all requests by Library administrative staff, individuals or library staff organizations for changes in Library job classifications. Submits approved requests after review to University Per-

sonnel Office with recommendations in writing. May initiate job classification changes. Carries on program to encourage and stimulate upgrading of minority and disadvantaged personnel.

Employee Relations - Administers and interprets University policy with respect to relations of employee organizations with the University Libraries. Handles both formal and informal complaints and grievances for individual staff members or groups. Reviews and approves all transfers and promotions of non-academic staff within the University Libraries. Responsible for official staff communications.

Wage and Salary Administration - Administers University wage and salary plans for non-academic staff libraries. Sets wage and salary rates within framework of University wage and salary policy and in concert with Planning and Budget Officer. Establishes procedure for performance rating and reviews and approves recommendations for individual wage or salary adjustments subject to University Personnel Office.

Communications - Advises the Director and the executive staff on internal staff communications. Responsible for coordinating and where necessary producing publications, official notices and other devices for keeping both staff and administrative officers adequately informed. Plans and organizes means for improving internal staff communications at all levels and in all directions.

Training - In consultation with Director of Libraries and other Library executive officers and with the University Personnel Office plans, establishes and directs training programs for staff. Oversees and advises for on-the-job training in library departments.

Security - Responsible for coordination of security practices within the Library system. Maintains close liaison with University Safety Division and other University security agencies. Insures compliance with security regulations of the University and of the Libraries. Advises the Director of Libraries on security policy and prepares necessary local rules and regulations for review and issuance by the Director.

General Personnel Functions - Responsible for maintenance of adequate personnel records including attendance, overtime, vacation, and sick leave in accordance with requirements of Fair Labor Standards Act and other applicable laws and regulations. Reviews with appropriate administrative staff all situations of unsatisfactory performance or action or behavior subject to disciplinary action. Must approve any administrative action leading to suspension or termination.

Administrative Office Management - As the representative of the Director is responsible for the overall management of the Director's Office.

POSITION DESCRIPTION

UNIVERSITY OF MICHIGAN

Position Number _____

Dates reviewed by Committee _____

POSITION TITLE Assistant for Personnel and Staff Development

Department, Section, Unit Administration

Name of Librarian Lynn F. Marko

Immediate supervisor Robin N. Downes, Associate Director

Date written April 28, 1977

1. List the primary duties or assignments of this position and indicate the percentage of time spent on each. (See instructions for examples.)

I.	Coordinates the recrutiment, selection, and appointment of the professional staff of the University Library	20%
II.	Participates in the administrative level determinations of personnel policy	25%
III.	Assists the Library staff in the resolution of specific personnel problems across the broad spectrum of library employment	25%
IV.	Provides general supervision for the Library Personnel Office	10%
V.	Coordinates staff development activities of the University Library	10%

2. Prepare a brief statement about your position including a paragraph on each of the duties mentioned above and addressing each of the following questions.

   a. Indicate the minimum level of educational requirements, the kind and the minimum number of years of professional experience necessary to perform your assignment. Please explain. Does your position require knowledge of terminology of a specialized area or academic discipline? Please describe. Does your position require knowledge of languages other than English? If so, how is it used?

   b. Describe briefly the collection to which your position is assigned.
   OR Describe the bibliographic expertise necessary to perform your assignment.

   c. Describe the nature of your contacts with your unit, the library, the patrons, the university community, your supervisor, those whom you supervise, or others. Indicate how you rely on them and how they rely on you.

I. Coordinates the recruitment, selection and appointment of the professional staff of the University Library. This involves the development of a search strategy for each position to assure that the Library is fully participating within the recruitment regulations of the Library, University and other regulatory agencies. To this end, advertisements are prepared and placed in appropriate sources and applications and interviews are coordinated with the appropriate supervisor. The Assistant often interviews candidates at national conventions. Receives applications for positions, reviews qualifications for present and pending vacancies and interviews selected candidates. Refers candidates for positions to heads of units with present or pending

vacancies. Consults with heads regarding requirements for professional staff. Also responsible for recruitment and administration of the LGSSA program.

II. Participates in the administrative level determinations of personnel policy and salary budget development. Prepares policy statements, reports, recommendations for action, etc. in response to University policies. Maintains continuous review of the classification system for professional staff and of the promotional program for professional librarians. Serves as an ex officio member of the Classification Evaluation Committee. Has general responsibility for policies, procedures, and services in the area of personnel. Serves as a liaison between the University Library and the University Personnel Office, the Office of Academic Affairs, the Office of Professional and Administrative Staff Services, and with other University Offices concerned with personnel matters. Represents the Library on the University Review Committee responsible for the resolution of Third Step grievances. Also, as a function of the position and its impact, the Assistant serves on several University-wide committees with personnel impact.

III. Assists individual Library staff members in the resolution of personnel problems. These problems are across a wide range of personnel issues and as an example, could involve problems between individuals, compliance or non-compliance with specific personnel regulations of the University, staff benefits problems, and problems regarding disability payments. The Assistant will initiate review by appropriate individuals regarding the problem. Often, the Assistant is required to respond either verbally but more often in writing specifying the Library's position regarding a specific situation.

IV. Provides general supervision of the University Library Personnel Office supervised by an Administrative Associate I, which refers applicants for non-academic positions to supervisors; recruits staff for part-time hourly positions to personnel procedures for the staff of the University Library; maintains salary and wage allocation and expenditure records; processes personnel appointments, resignations, and leaves of absence; maintains records of allocations for part-time staff; provides substitute service during absences of library personnel, and supplies staff for individual units as needed when substitute service is not required.

V. Develops and coordinates staff development programs for University Library staff, including orientation programs, lectures, in-service training for professional staff, etc. In cooperation with appropriate staff committees, professional schools and professional associations, prepares proposals for action and coordinates operating programs. Has general responsibility for intralibrary communications services, including continuing review of policy manuals and issuing of new and revised policy statements, and publication of a bi-weekly news letter, The U of M Librarian. Meets with the editorial staff and reporters of The U of M Librarian, assigns articles to be written, and discusses future issues. Writes articles on developments in area of responsibility. Receives material for publication, performs editorial review and revision, and arranges material in format for publication. Reviews policy manual for the University Library (Staff Manual) to determine policy statements which should be revised or deleted. Drafts revisions when appropriate for review by the Director. Refers policy statements to heads of units responsible for policies, when appropriate, for revision.

2a. Graduate degree in library science in addition to at least three years of professional experience working in a large academic library which should include substantial experience in a supervisory role. Knowledge of personnel policies and procedures, considerable skill in wirtten communication and public speaking as well as skill in dealing with people are required by this position.

2b-c. Not relevant to this position except as addressed in the preceding paragraphs.

SYRACUSE UNIVERSITY LIBRARIES

Job Description

Position Title: Personnel and Budget Officer (Univ, Grade 49)

Position Summary: To plan and direct the business and professional personnel functions of the University Libraries.

Responsibilities:

Maintain and coordinate all financial functions relating to the Libraries' budget.

Be responsible for the recruitment and coordinate the hiring of professional staff.

Design and maintain a program for the maintenance of library facilities and equipment, and the safety of individuals and security of collections.

Be responsible for the purchase, rental and distribution of supplies and equipment.

Direct and maintain shipping, receiving, mail and delivery services for the Libraries.

Direct the operational activities of the Libraries' mail room and supply office.

Prepare financial reports and analyses.

Prepare reports in response to the information requests of state, federal and other agencies.

Maintain appropriate liaison with University offices, e.g., Budget, Affirmative Action, Personnel, etc.

Acquire knowledge about the latest techniques and information relating to supplies and equipment.

Qualifications:

MA in Personnel or Business Administration, or an equivalent combination of education and experience required.

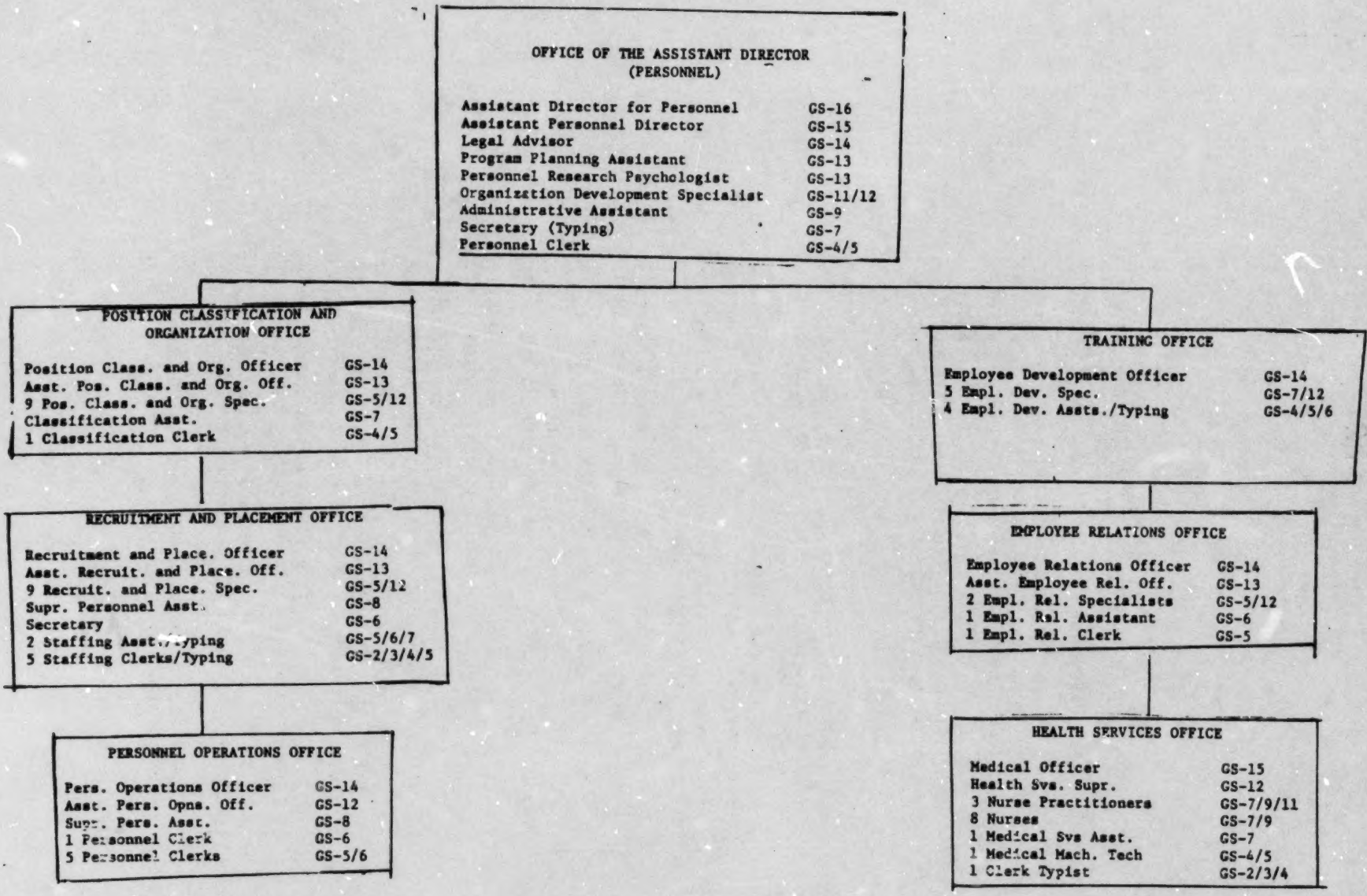
MLS desirable.

3-5 years direct, or 5-8 years related, experience in personnel, budgeting and program administration required.

1-3 years direct, or 3-5 years related, experience in supervisory capacity and in association with academic practices and procedures required.

Some experience in labor relations desirable.

Salary: $15,605+ depending on qualifications.


OFFICE OF THE ASSISTANT DIRECTOR (PERSONNEL)
Assistant Director for Personnel GS-16
Assistant Personnel Director GS-15
Legal Advisor GS-14
Program Planning Assistant GS-13
Personnel Research Psychologist GS-13
Organization Development Specialist GS-11/12
Administrative Assistant GS-9
Secretary (Typing) GS-7
Personnel Clerk GS-4/5
POSITION CLASSIFICATION AND ORGANIZATION OFFICE
Position Class. and Org. Officer GS-14
Asst. Pos. Class. and Org. Off. GS-13
9 Pos. Class. and Org. Spec. GS-5/12
Classification Asst. GS-7
1 Classification Clerk GS-4/5
RECRUITMENT AND PLACEMENT OFFICE
Recruitment and Place. Officer GS-14
Asst. Recruit. and Place. Off. GS-13
9 Recruit. and Place. Spec. GS-5/12
Supr. Personnel Asst. GS-8
Secretary GS-6
2 Staffing Asst./Typing GS-5/6/7
5 Staffing Clerks/Typing GS-2/3/4/5
PERSONNEL OPERATIONS OFFICE
Pers. Operations Officer GS-14
Asst. Pers. Opns. Off. GS-12
Supr. Pers. Asst. GS-8
1 Personnel Clerk GS-6
5 Personnel Clerks GS-5/6
TRAINING OFFICE
Employee Development Officer GS-14
5 Empl. Dev. Spec. GS-7/12
4 Empl. Dev. Assts./Typing GS-4/5/6
EMPLOYEE RELATIONS OFFICE
Employee Relations Officer GS-14
Asst. Employee Rel. Off. GS-13
2 Empl. Rel. Specialists GS-5/12
1 Empl. Rsl. Assistant GS-6
1 Empl. Rel. Clerk GS-5
HEALTH SERVICES OFFICE
Medical Officer GS-15
Health Svs. Supr. GS-12
3 Nurse Practitioners GS-7/9/11
8 Nurses GS-7/9
1 Medical Svs Asst. GS-7
1 Medical Mach. Tech GS-4/5
1 Clerk Typist GS-2/3/4

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Incumbent Copy

Optional Form 8
July 1959
U.S. CIVIL SERVICE COMMISSION
FPM Ch. 295
[illegible]-104

POSITION DESCRIPTION

1. Check one: Dept'l ☐ Field ☐
2. Official headquarters: WASHINGTON, D. C.
3. Reason for submission:
(a) If this position replaces another (i. e., a change of duties in an existing position), identify such position by title, allocation (service, series, grade), and position number
New position in lieu of
(b) Other (specify)
GS-201-14-15928
4. Agency position No. 26795
5. C. S. C. certification No.
6. Date of certification JUL 19 1976
7. Date received from C. S. C.
8. CLASSIFICATION ACTION

ALLOCATION BY	CLASS TITLE OF POSITION	CLASS Service	Series	Grade	INITIALS	DATE
a. Civil Service Commission						
b. Department, agency, or establishment	Supervisory Position Classification Specialist	GS	221	14		
c. Bureau						
d. Field office	Not subject to i.a. action					
e. Recommended by initiating office						

9. Organizational title of position (if any)
Position Classification and Organization Officer
10. Name of employee (If vacancy, specify V-1, 2, 3, or 4)
Vacancy
11. Department, agency, or establishment
Library of Congress
a. First subdivision
Administrative Department
b. Second subdivision
Personnel Office
c. Third subdivision
Position Classification and Organization
d. Fourth subdivision
Office
e. Fifth subdivision
12. This is a complete and accurate description of the duties and responsibilities of my position
(Signature of employee) (Date)
13. This is a complete and accurate description of the duties and responsibilities of this position
Please sign below
(Signature of immediate supervisor) (Date)
Title: Director of Personnel
14. Certification by head of bureau, division, field office, or designated representative
Please sign below
(Signature) (Date)
Title: Director, Administrative Department
15. Certification by department, agency, or establishment
(Signature) (Date)
Title: Director of Personnel
16. Description of duties and responsibilities

FLSA: Exempt _____
Non-exempt _____

Promotion Plan: Yes _____
No _____

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

(13) _____ _____
(Signature of immediate supervisor) Date

(14) _____ _____
(Signature of Division Chief, Department Director or other appropriate official) Date

025

If more space is required, use the other side and additional pages size 8 x 10½

GPO: 1961—O-722-787

SUMMARY OF DESCRIPTION

Is responsible for planning, reviewing and conducting the position classification and organizational analysis programs of the Library. Supervises a staff of approximately 10 and makes recommendations concerning policies and procedures in these functional areas in the Library.

SUPERVISION RECEIVED

The Position Classification and Organization Officer of the Library of Congress works under the general direction of the Director of Personnel and/or the Assistant Director of Personnel with responsibility for conceiving, developing, testing, coordinating, implementing and evaluating agency-wide classification programs for an extremely wide range of positions throughout the agency. Incumbent confers with the Director of Personnel or Assistant Director of Personnel on new or unusual situations, but is expected to direct the day-to-day business of the Position Classification and Organization Office with a high degree of independence and authority. He must interpret a wide range of technical matters and be guided by the laws, rules and regulations of the Library and the Federal service. Is recognized as a functional authority on Library classification matters and is consulted by the staff of the Library and his/her immediate staff for authoritative advice and counsel.

DUTIES AND RESPONSIBILITIES

1. Based upon a thorough understanding of the mission, functions, organization, current and anticipated programs of the Library, plans, coordinates, and directs the work of the Office which is engaged in the broadest scope of position classification activities. Is responsible for planning, directing, controlling and supervising the Library's classification program. Determines the necessary methods and procedures to be employed in scheduling and conducting maintenance reviews in coordination with department directors and operating officials or the organizational segments to be surveyed, reviewing individual positions in the Library, the development and operation of classification promotion plans, and reviewing and advising on organizational structures and relationships.

2. Incumbent must be able to establish and maintain effective communication and harmonious relationships with persons from all walks of life and from the widest possible cultural backgrounds. Deals with counterparts and superiors at all echelons within the Library, the Federal Government, and the private sector.

3. Is personally involved and oversees the review of proposed organizational plans, analyzing problems that will be created by organizational changes that may indicate disadvantageous effects upon the classification of positions, recruitment and career development plans and good management and offers suggestions and recommendations to accomplish desired objectives.

4. Continually reviews policies governing the full range of classification activities. Formulates and recommends new policies or revision of present policies, coordinating with other offices of the Personnel Office and other Library officers. Develops basic philosophical and procedural guides for interpreting and implementing policy statements for use in the Office or in other parts of the Library.

5. Conceives, tests, establishes and oversees the development of programs concerning job evaluation and pay with respect to maintaining appropriate classification in coherent organizational structures and research and study regarding new techniques, classification standards and other matters concerned with job evaluation and classification.

6. Exercises delegated authority to approve classification actions, through grade GS-14 and recommends approval of actions above that level.

7. Develops and implements programs to assess the effectiveness of position classification in individual situations and occupational categories through follow-up mechanisms utilizing scheduling techniques, interviews, and counseling measures.

SUPERVISION EXERCISED

Plans, directs, coordinates and supervises the work of a professional, technical and support staff engaged in position classification activities of the Library, being responsible for establishing and rescheduling, and assigning work in terms of the most effective product and known and anticipated workload. Work assignments consist of the review of individual actions or of specific organizational segments consisting of varying numbers and types of positions and personnel.

Division Office Copy

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Optional Form 8
Dec 1965
U.S. CIVIL SERVICE COMMISSION
FPM Ch. 295
Oct

POSITION DESCRIPTION

a. Check one: Dept ☐ Field ☐ 2. Official Duty Station: WASHINGTON, D. C.

3. Reason for submission:
(a) If this position replaces another (i.e., a change of duties in an existing position), identify such position by title, allocation (service, series, grade), and position number
Redescription of GS-201-16
(b) Other (specify)
LC #504; CSC #0005

4. Agency Position No. 504 RS

5. C. S. C. Classification No. LA-0005

6. Date of classification DEC 08 1976

7. Date received from C. S. C.

8. CLASSIFICATION ACTION

ALLOCATION BY	CLASS TITLE OF POSITION	CLASS Service	Series	Grade	INITIALS	DATE
a. Civil Service Commission		GS	201	16	Concur	
b. Department, agency, or establishment	Director of Personnel	GS	201	15	[illegible]	9-14-76
c. Bureau						
d. Field office	Not subject to i.a. action					
e. Recommended by initiating office						

9. Organizational title of position (if any)
Assistant Director for Personnel

10. Name of employee (If vacancy, specify V-1, 2, 3, or 4)
Glen A. Zimmerman

11. Department, agency, or establishment
Library of Congress

a. First subdivision
Administrative Department

b. Second subdivision
Office of Assistant Director for Personnel

c. Third subdivision

d. Fourth subdivision

e. Fifth subdivision

12. This is a complete and accurate description of the duties and responsibilities of my position
[signature] 15 Sep 76
(Signature of employee) (Date)

13. This is a complete and accurate description of the duties and responsibilities of this position
Please sign below
(Signature of immediate supervisor) (Date)
Title:

14. Certification by head of bureau, division, field office, or designated representative
Please sign below
(Signature) (Date)
Title

15. Certification by department, agency, or establishment
(Signature) (Date)
Title:

16. Description of duties and responsibilities

FLSA: Exempt x
Non-exempt

Promotion Plan: Yes
No x

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

(13) Edward R. Applewaite 9/16/76
(Signature of immediate supervisor) Date

(14) Willard Welsh 9/23/76
(Signature of Division Chief, Department Director or other appropriate official) Date

028

If more space is required, use the other side or additional sheets and 8 x 10½

GPO [illegible]

SUPERVISION RECEIVED

The Director of Personnel serves under the general administrative direction of the Director of the Administrative Department, who is responsible for administrative management support of the Library of Congress. He receives immediate policy and program guidance through direct association and consultation with The Librarian of Congress, The Deputy Librarian, and the Director, Administrative Department. The incumbent works with a high degree of independence in proposing and directly administering manpower policies and personnel practices in the total management of the agency, serving as The Librarian's principal advisor and operations officer in the administration and day-to-day conduct of the Library's personnel management program.

MAJOR DUTIES

Under the unique Legislative Branch agency authority provided to the Library of Congress, the Director of Personnel, in consultation with the Director of the Administrative Department, deals directly with The Librarian of Congress, The Deputy Librarian, The Assistant Librarian and Department Directors with respect to personnel policies, regulations, and practices affecting the entire range of operating personnel functions carried out by the various offices under his direction. He works with the Director of Management Policy on selected matters of agency policy and programs which cross organizational lines between these offices.

By virtue of the independent nature of the Library of Congress with respect to The Librarian's unique statutory authority with respect to personnel appointments, separations, and other actions taken within his own authority, the Director of Personnel possesses delegated authority beyond that found in counterpart positions in the Executive Branch.

1. As a primary staff adviser to The Librarian, The Deputy Librarian and the Library's top management officials, is consulted regularly for authoritative advice and guidance on all matters concerned with personnel administration.

2. Within the broad scope afforded by the Library of Congress independent merit systems, the Director of Personnel formulates and recommends the establishment of policies and regulations which seek to promote enlightened and advanced personnel and organization management in the execution of Library missions.

3. In conjunction with the Department Directors and other Library managers, is responsible for the development and administration of a positive, management oriented, centralized personnel program which is administered within consistent policies, regulations and practices throughout the agency's diverse departments, divisions and offices.

4. Is responsible for evaluating the conduct, responsiveness and effectiveness of personnel activities by supervisors within the Library; reports the findings and recommendations to The Librarian, The Deputy Librarian, and the Director, Administrative Department.

5. The Director of Personnel and his staff perform studies in specialized fields of management interest and initiate a variety of projects toward assuring responsible organization and personnel programs. An example of this is the Library's position qualification standards effort which has Library-wide application. Assessment and planning with managerial effectiveness, utilization of personnel talents and skills, incentives for improvement, manpower forecasting, guidance and career counseling, and management education and communication.

6. Through his supervision of the Personnel Office, directs programs which are designed to respond to specialized needs of both management and staff members in the primary functional areas of recruitment, placement, evaluation, compensation, education and training, retention and continuity, relations and services, rights and benefits, organization study and analysis, recognition and incentives, communications, health services, and labor/management activities.

Specifically, under his direction, the staff of the Personnel Office:

(a) Advises and assists managers and supervisors at all levels in appraising needs for staff development to include career development training programs and plans.

(b) Initiates action toward assuring that the formal Library organizational structure is in conformance with laws and regulations affecting missions and functions, and evaluates assignments for classification and compensation purposes. Exercises delegated authority for the proper classification of General Schedule, Wage Board, and Gift and Trust Fund positions.

(c) Conceives and executes comprehensive staffing programs for the full range of positions found in the Library. Administers the Library's own merit appointment and internal placement programs, recommending modifications and implementing needed changes. Conducts agency recruitment, advertising, and public relations programs for overseas as well as domestic needs.

(d) Administers a full range of supervisory and employee relations and counseling programs. Administers a full range of recognition and awards programs. Assures compliance with agency disciplinary and grievance and appeals programs.

(e) Oversees implementation of a comprehensive occupational and preventive health program conducted by a professional medical and nursing staff, including psychiatric services.

(f) Through a staff of attorneys specialized in personnel law and labor/management relations, provides legal defense for Library management in grievance cases and reviews planned personnel actions, Library personnel regulations, and other personnel management issuances for legal sufficiency and appropriateness.

7. The incumbent serves on a number of standing and ad hoc committees representative of mission interests of the Library. These include, but are not limited to: the collective bargaining teams for the various bargaining units within the Library, the Library of Congress Intern Committee, the Library Training Committee, the Library's Manpower Committee, and the Committee on Staff Assemblies.

8. Proposes new and revised Library of Congress personnel regulations and publishes current guidelines, procedures, and information for agency use. Designs, tests, and approves official Library personnel source documents, forms, files and records systems, and reporting requirements.

9. Studies need for and prepares proposals for new or changed legislation to satisfy management objectives.

10. Based on the Library's unique statutory authorities conducts a continuing program of analysis in order to determine the feasibility of applying various professional, industrial, and institutional practices, and Civil Service Commission and Executive Branch personnel programs to the Library of Congress.

Division Office Copy

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Optional Form 8
July 1966
U.S. CIVIL SERVICE COMMISSION
FPM Ch. 295
8008-104

POSITION DESCRIPTION

1. Check one: Dept'l ☐ Field ☐
2. Official headquarters: Washington, D.C.
3. Reason for submission:
(a) If this position replaces another (i. e., a change of duties in an existing position), identify such position by title, allocation (service, series, grade), and position number
Redescription of
(b) Other (specify)
GS-602-15-1631S
4. Agency position No. 1631 RS
5. C. S. C. certification No.
6. Date of certification APR 1 1977
7. Date received from C. S. C.
8. CLASSIFICATION ACTION

ALLOCATION BY	CLASS TITLE OF POSITION	CLASS Service	Series	Grade	INITIALS	DATE
a. Civil Service Commission						
b. Department, agency, or establishment	Medical Officer (General)	GS	602	15	[signature]	4-1-77
c. Bureau						
d. Field office	Not subject to i. a. action					
e. Recommended by initiating office						

9. Organizational title of position (If any)
Health Services Officer
10. Name of employee (If vacancy, specify V-1, 2, 3, or 4)

11. Department, agency, or establishment
Library of Congress
a. First subdivision
Administrative Department
b. Second subdivision Office of the Assistant Director for Personnel
c. Third subdivision
Health Services Office
d. Fourth subdivision
e. Fifth subdivision

12. This is a complete and accurate description of the duties and responsibilities of my position
(Signature of employee) (Date)

13. This is a complete and accurate description of the duties and responsibilities of this position
[signature] 1 Apr 77
(Signature of immediate supervisor) (Date)
Title: Assistant Director of Personnel

14. Certification by head of bureau, division, field office, or designated representative
(Signature) (Date)
Title: Director, Administrative Department

15. Certification by department, agency, or establishment
[signature] 4-1-77
(Signature) (Date)
Title: Director of Personnel

16. Description of duties and responsibilities

FLSA: Exempt X
Nox-exempt _____

Promotion Plan: Yes _____
No X

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

(13) [signature] 4-1-77
(Signature of immediate Supervisor) Date

(14) _____ _____
(Signature of Division Chief, Department Director or other appropriate official) Date

032

If more space is required, use the other side and additional pages size 8 x 10½

GPO: 1966—O-722-797

SUPERVISION RECEIVED

Under the policy guidance of the Assistant Director for Personnel, Administrative Department, independently plans, formulates policies for, directs and administers the programs of the Health Services Office. The incumbent assumes responsibility for the administration of the Library's occupational health program which is designed to promote and contribute toward maintaining the medical fitness of Library employees, provides for emergency care of staff and visitors who become ill or injured while on Library premises and conducts the Library's medical alert and related programs.

MAJOR DUTIES

1. Plans and directs, through the Health Services Supervisor, the activities of a staff of nurse practitioners, nurses and technicians who provide nursing care to employees and visitors to the Library; assumes responsibility for emergency or initial treatment and counseling of employees in a wide variety of occupations in decentralized locations.

2. Formulates and implements preventive health programs for the Library staff in such areas as immunization, heart disease, cancer, alcoholism, drug abuse and emotionally or mentally troubled employees.

3. Recommends policy for the need for and frequency of medical examinations and performs pre-employment, periodic and in-service examinations in conjunction with the Nurse Practitioners. Participates in the determination of the need for fitness for duty examinations and as required provides names of medical specialists to perform these examinations.

4. Personally interviews, diagnoses and treats, on an emergency or initial basis, the more difficult cases of employees coming to the Health Services Office with accidents, injuries and illness of any nature including those of a medical, surgical, or psychological nature; prepares appropriate records of such activities as required by law, regulations, policy and practices; hospitalizes employees when acute life-threatening illness or injuries occur; refers employees to appropriate types of medical care facilities and/or medical practioners when indicated.

5. Acts as a medical consultant for the paramedical staff and conducts in-service education programs for them in accordance with their needs and/or current concepts applicable to the occupational health setting; maintains a close working relationship with the Nurse Practitioners who perform certain of the physician's clinical duties.

6. Conducts training courses for the Medical Alert Team members and preventive health education programs for members of the Library staff.

7. Determines need for and obtains needed resources such as new or enlarged health rooms in separate physical locations, medical equipment and supplies and/or expanded staff. Plans and recommends the budget for health services.

8. Directs the Library's compliance with provisions of the Federal Employees Compensation Act (FECA) (5USC 8101 Et. Seq.) and chapter 810 of the Federal Personnel Manual as administered by the Office of Workers' Compensation Programs (OWCP), Department of Labor.

9. Directs the staff in follow-up action with disabled employees, their physicians, and their supervisors to facilitate their earliest safe return to duty status. Provides supportive medical services as appropriate to achieve this objective. By mutual agreement with employee's personal physician, provides special treatments for ill or injured staff such as medication injections, dressing changes, etc., and/or needed medications supplied by the employee; maintains effective liaison with the employee's physician.

10. Maintains an awareness of toxic substances or other conditions in the work environment, affecting the physical well being of the staff, conducts survey of work sites and recommends appropriate medical programs to protect the health and safety of staff members. Collaborates with the Safety and Preparedness Officer in order to eliminate health hazards or control them within acceptable limits.

11. Maintains contacts with community physicians, hospitals and public health agencies as required.

12. Keeps abreast of changes in the occupational health field and im medical science by attendance at seminars and other professional meetings.

13. Prepares special medical reports as required and directs the maintenance of a comprehensive medical records system.

14. Performs other related duties as assigned.

Division Office Copy

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Optional Form 8
July 1959
U.S. CIVIL SERVICE COMMISSION
PM Ch. 295
208-104

POSITION DESCRIPTION

1. Check one: Dept'l ☐ Field ☐
2. Official headquarters: Washington, D.C.
3. Reason for submission:
(a) If this position replaces another (i. e., a change of duties in an existing position), identify such position by title, allocation (service, series, grade), and position number: New Position
(b) Other (specify)
4. Agency position No. 2690 MP
5. C. S. C. certification No.
6. Date of certification: AUG 13 1976
7. Date received from C. S. C.
8. CLASSIFICATION ACTION

ALLOCATION BY	CLASS TITLE OF POSITION	CLASS: Service	Series	Grade	INITIALS	DATE
a. Civil Service Commission						
b. Department, agency, or establishment	Personnel Staffing Specialist	GS	212	12	[illegible]	8-13-7
c. Bureau						
d. Field office	subject to i.a. action					
e. Recommended by initiating office						

9. Organizational title of position (if any): Recruitment and Placement Specialist
10. Name of employee (If vacancy, specify V-1, 2, 3, or 4): Romola Mullins
11. Department, agency, or establishment: Library of Congress
a. First subdivision: Administrative Department
b. Second subdivision: Office of the Assistant Director for Personnel
c. Third subdivision: Recruitment and Placement Office
d. Fourth subdivision:
e. Fifth subdivision:

12. This is a complete and accurate description of the duties and responsibilities of this position
Please sign below
(Signature of immediate supervisor) (Date)
Title: Assistant Recruitment &Placement Officer

This is a complete and accurate description of the duties and responsibilities of my position
Romola Mullins 8/9/76
(Signature of employee) (Date)

14. Certification by head of bureau, division, field office, or designated representative
Please sign below
(Signature) (Date)
Title: Assistant Director for Personnel

15. Certification by department, agency, or establishment
(Signature) (Date)
Title: Position Class. & Organization Specialis

16. Description of duties and responsibilities

FLSA: Exempt X
Non-exempt ____

Promotion Plan: Yes X
No ____

GS-212-5-2686MP
GS-212-7-2687MP
GS-212-9-2688MP
GS-212-11-2689MP

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible This certification is made with the knowledge that this information is to be used for statuto purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

(13) Tyson J. Mann (Signature of immediate supervisor) 8-9-X Date

(14) [signature] (Signature of Division Chief, Department Director or other appropriate official) 8-13-7 Date

47

035

If more space is required, use the other side and additional pages size 8 x 10½

GPO: 1964—O-722-797

SUPERVISION RECEIVED

Under the general direction of the Assistant Recruitment and Placement Officer, performs a wide variety of recruitment and placement functions, requiring considerable authority in the interpretation and implementation of Library of Congress employment policies and procedures and applicable Federal laws and regulations. Work is performed independently with results reviewed for compliance with policy.

MAJOR DUTIES

1. Is responsible for staffing the widest range of occupations, including the Library's most highly specialized positions. Applies a high degree of technical knowledge, skill, and ingenuity in developing new professional contacts to identify candidates for positions, particularly those requiring unusual or unique qualifications.

2. Studies short and long-range needs in determining most effective approaches in planning recruitment. Coordinates with Library Officials in developing programs for securing best qualified personnel. Independently plans and conducts such programs in his/her designated area of responsibility. This includes contacts by telephone, correspondence, or visits to local or out-of-town agencies or institutions. Submits plans to supervisor for approval.

3. Continually evaluates recruitment efforts to identify areas which need improvement. Discusses duty relationships of positions with operating supervisors to assure that qualifications are consistent with duties and the labor market. Recommends changes as necessary.

4. Maintains effective relationships with applicants by telephone, in person, or through correspondence to attract qualified candidates and to tactfully reject unqualified persons.

5. Performs all placement functions in the broadest range of professional and technical categories. Exercises independent judgment in evaluating qualifications, conducting in-depth interviews with well-qualified candidates, and referring to recommending officers best qualified candidates for actual or anticipated vacancies. Upon selection by recommending officer, assures that all pre-employment requirements have been met. Reviews Personnel Action Recommendations in area of responsibility to insure that all pertinent selection criteria have been considered in evaluating qualifications of candidates. Reviews and approves PAR's to effect placement actions through GS-12

except those Supervisory positions below GS-12. Reviews selection recommendations for supervisory positions and those positions above GS-12 to assure all employment requirements have been met and that pertinent selection criteria have been met and considered in the evaluation of candidates' qualifications. Identifies and resolves potential problems with the recommending officer prior to submitting PAR to the Recruitment and Placement Officer for his review, approval, or other appropriate action.

6. Performs other related duties, as assigned, including studies or reports on functional areas of the Recruitment and Placement Office.

7. In the absence of the Assistant Recruitment and Placement Officer, may perform certain duties of his position as assigned.

Division Office Copy

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Optional Form 8
[illegible] CIVIL SERVICE COMMISSION
[illegible] M. Ch. 296
[illegible] 104

POSITION DESCRIPTION

Washington, D.C.

4. Agency position No. 2823

3. Reason for submission:
(a) If this position replaces another (i. e., a change of duties in an existing position), identify such position by title, allocation (service, series, grade), and position number
New Position in lieu of

5. C. S. C. certification No.

6. Date of certification JAN 6 1977

(b) Other (specify) GS-905-13-2596

7. Date received from C. S. C.

1. CLASSIFICATION ACTION

ALLOCATION BY	CLASS TITLE OF POSITION	CLASS Service	Series	Grade	INITIALS	DATE
a. Civil Service Commission						
b. Department, agency, or establishment	Attorney Advisor (General)	GS	905	14	[illegible]	1/6/77
c. Bureau						
d. Field office	Not subject to i. a. action					
e. Recommended by initiating office						

9. Organizational title of position (if any)
Legal Adviser/Personnel Office

10. Name of employee (If vacancy, specify V-1, 2, 3, or 4)
Peter J. Watters

11. Department, agency, or establishment
Library of Congress

c. Third subdivision

a. First subdivision
Administrative Department

d. Fourth subdivision

b. Second subdivision Office of the Personnel Office

e. Fifth subdivision

12. This is a complete and accurate description of the duties and responsibilities of my position

Peter J Watters (Signature of employee) Jan 6, 1977 (Date)

13. This is a complete and accurate description of the duties and responsibilities of this position

Please sign below (Signature of immediate supervisor) (Date)

Title: Director of Personnel

14. Certification by head of bureau, division, field office, or designated representative

Please sign below (Signature) (Date)

Title: Director, Administrative Department

15. Certification by department, agency, or establishment

(Signature) (Date)

Title: Act. Pos. Class. and Organ. Officer

16. Description of duties and responsibilities

FLSA: Exempt X
Non-exempt ____

Promotion Plan: Yes ____
No X

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

(13) [signature] (Signature of immediate supervisor) Date

(14) [signature] 6 Jan 77 (Signature of Division Chief, Department Director or other appropriate official) Date

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If more space is required, use the other side and additional pages size 8 x 10½

GPO: 1964—O-722-787

INTRODUCTION

Acts as legal advisor to the Director of Personnel, staff of the Employee Relations Office, other elements of the Personnel Office, and management and supervisory officials on legal questions relating to personnel policies, practices and procedures. Performs research and provided technical advice and guidance to the Director of Personnel on the legal aspects of a wide spectrum of personnel matters. Represents or accompanies the Director in meetings involving legal problems.

SUPERVISION RECEIVED

The incumbent works under the administrative direction of the Director of Personnel. Assignments are made in broad terms and usually involve counsel on the legal implications of existing problems or on proposed courses of action, and the drafting of opinions and regulations. Since tasks performed are of a technical and professional nature little supervision is exercised. Completed assignments are reviewed principally for compliance with deadlines and thoroughness and soundness of approach. In areas where clearly applicable precedents are lacking, the incumbent is expected to propose revisions and modifications of Library personnel policies and regulations from time to time as experience dictates.

TECHNICAL DEMANDS AND RESPONSIBILITIES

1. Keeps abreast of current court and administrative decisions, changes in Federal personnel regulations and other sources of legal precedents that might have an impact on the personnel programs of the Library of Congress.

2. Prepares pleadings, tries cases, and writes briefs in connection with administrative hearings and court trials on personnel matters involving the Library of Congress; prepares legal opinions on a broad variety of personnel matters for the use of the Director and other Library officials.

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3. Reviews all recommended final decisions and cancellations in formal grievance cases for legal sufficiency and advises the Director of Personnel on their disposition. Provides legal advice to the staff of the Employee Relations Office on both substative and proccdural aspects of grievance proceedings and adverse actions.

4. Provides legal advice in counseling to supervisory and management officials on day-to-day problems involving personnel practices and procedures and on specific grievance and adverse action cases. Prepares memoranda for the signature of the Director of Personnel providing instruction to supervisory personnel on various policy problems that arise.

5. Provides legal advice and recommendations to the Director of Personnel both with regard to substance and procedure in offenses committed against the Library.

6. Advises the Director of Personnel on questions of law, regulation, and/or management policy that may be involved in individual actions or overall personnel operations of the Library of Congress. Keeps informed of proposed legislation, newly enacted laws, and interpretations of laws, civil service directives, and other matters affecting the Library's personnel program.

7. Participates in meetings, conferences, and committees to discuss the legal aspects of personnel problems; assumes responsibility for implementing decisions of the Personnel Director; drafts formal agreements, contracts, recommendations, reports, and position papers for use in the Library of Congress personnel program.

8. Forsees or identifies problems in poorly defined or in developing regulations; drafts personnel regulations or interpretations of personnel regulations; participates in studies in the feasibility of applying personnel

practices and programs previously developed by the Civil Service Commission or other Federal agencies to the Library of Congress; maintains working relations with other personnel staff officers and specialists on joint problems requiring close coordination.

9. Prepares and/or reviews contracts of purchase, service, or research and development or other legal instruments or documents that may be required in the administration and operation of the personnel office.

10. Works in cooperation with the General Counsel and the Labor Management Relations Officer on matters of joint interest involving legal personnel matters, including the application of Civil Service laws and regulations, court decisions and decisions of the Federal agencies responsible for the labor management program in the Executive agencies.

11. Represents the Director of Personnel at inside and outside meetings involving legal matters and at various professional functions sponsored by other Federal agencies, professional societies and institutions.

12. May act as backup legal resource in other areas of the Library, including the Labor Management Relations and Appeals Office and the General Counsel's Office.

QUALIFICATIONS REQUIRED

Possession of an LLB or JD degree and membership in the bar of a state or the District of Columbia. Considerable experience in the practice of law, including exposure to governmental legal practices, in a federal agency, state or local jurisdiction or the private sector; considerable knowledge of legal methods or practices; considerable knowledge of personnel practices; skill in legal research techniques in the preparation of briefs; ability to provide sound legal advice and guidance to superiors; ability to represent the Director tactfully and diplomatically on all official matters; ability to establish and maintain effective relations with coworkers and the public.

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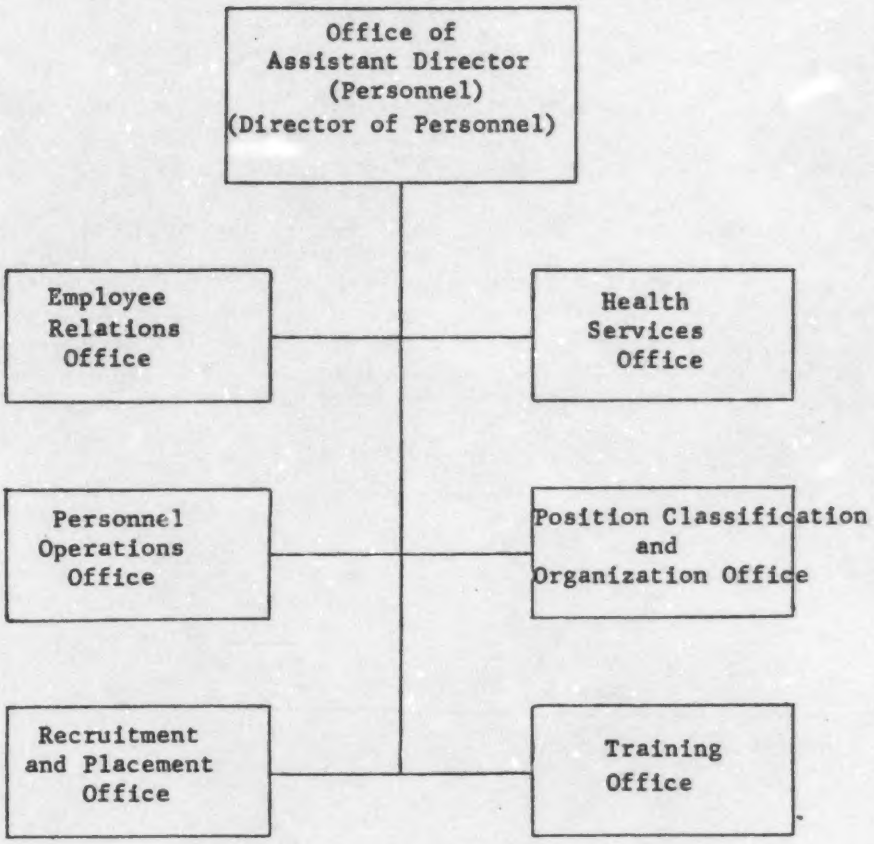
Personnel


Office of
Assistant Director
(Personnel)
(Director of Personnel)
Employee
Relations
Office
Health
Services
Office
Personnel
Operations
Office
Position Classification
and
Organization Office
Recruitment
and Placement
Office
Training
Office

LIBRARY OF CONGRESS

PERSONNEL

Glen A. Zimmerman - Director of Personnel

Eugene C. Powell, Jr. - Assistant Director of Personnel

G-104B Phone: 6080

The Office of the Director of Personnel is responsible for all offices engaged in directing and coordinating the Library's personnel management program. The Director of Personnel, represents the Librarian in personnel matters, develops, implements, and reviews the Library's personnel program; carries out certain control functions; assists and services the Library's constituent activities; and serves as the Library's liaison officer with the Civil Service Commission and other Federal agencies in personnel matters. Develops plans for more effective utilization of the Library's manpower resources, and for coordinating the planning of the Library's intermediate and long-range staffing needs.

LIBRARY OF CONGRESS

EMPLOYEE RELATIONS OFFICE - G-112 PHONE: 6361

Elizabeth W. Ridley - Employee Relations Officer

Responsible for the coordination and implementation of the Library's established employee-management cooperation program; the administration of the agency grievance, adverse actions and appeals systems; administrative review of performance ratings; counseling on personal or job related problems; employee services, i.e. housing and transportation; liaison with recognized employee organizations other than labor organizations, and provides central administrative direction and review for all awards programs including incentive awards and length of service awards.

FUNCTIONS OF THE EMPLOYEE RELATIONS OFFICE

LIBRARY OF CONGRESS BUILDING C-112, [illegible]

I. Counselling - Employee

A. Personal problems

1) Family
2) Economic
3) Conduct
4) Eviction
5) Health related
6) Marital
7) Domestic
8) Referrals

B. Job related problems

1) Supervisory
2) Work conditions
3) Pay
4) Recognition
5) Job misrepresentation
6) Leave

II. Counselling - Supervisory

1) Missing employees
2) Health related
3) Use of leave
4) Written warnings
5) Incentive awards
6) Quality increases
7) Adverse action procedures
8) Grievance procedures
9) Interpersonal relations
10) Interpretation of regulations

III. Formal grievances and appeals within the Library (except those handled by the Equal Opportunity Office)

IV. Employee services

A. Housing
B. Transportation
C. Senate Stationery letters

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V. Incentive Awards, Suggestion Program, Length of Service Awards Program, and outside awards programs

VI. Credit Complaints

VII. Combined Federal Campaign and Savings Bond Program

VIII. Administration of performance rating appeals

IX. Locating missing staff members

X. Liaison with recognized employee organizations other than labor organizations

XI. Tax Assistance Program

HEALTH SERVICES OFFICE--TJB Phone: 6053

Vacant - Health Services Officer

Responsible for the administration of the Library's occupational health program, which is established to promote and contibute to the maintenance of the medical fitness of Library employees and provide for emergency care of staff and visitors to the Library who become ill or injured while on Library premises, for the conduct of other aspect of the health services program, and for implementation of the Library's medical alert and related programs.

LIBRARY OF CONGRESS

PERSONNEL OPERATIONS OFFICE - G-124 - Phone: 5630

Leon W. Seidner - Personnel Operations Officer

Responsible for the administration of the laws and regulations pertaining to leave, retirement, health and life insurance, pay administration, performance ratings, and personnel regulations pertaining to overseas staff; for providing advice to operating and administrative officials and to employees concerning employee benefits and rights and interpretation of governing laws and regulations; for maintaining official personnel folders for the Library's staff, the Library position control file, and other personnel records; and for processing personnel actions and other official personnel documents.

LIBRARY OF CONGRESS

POSITION CLASSIFICATION AND ORGANIZATION OFFICE

Alice E. Riley - Position Classification and Organization Officer
C-109C Phone: 426-5601

John C. LaFlamme - Assistant Position Classification and Organization Officer

The Position Classification and Organization Office plans, organizes and administers a Library-wide classification system for approximately 5,000 positions and provides technical advice and guidance to Officials of the Library in position management and organizational matters. Classification activities consist of both individual allocation of positions to series, title, and grade under the Classification Act of 1949 (as amended) the Coordinated Federal Wage System or other established systems, as well as large scale group studies such as classification surveys, occupational analyses and maintenance reviews. The organization component consists of serving as an ongoing resource to management on position design, structural, functional and other organizational matters, identifying organizational problems and stimulating the need for improvement and reviewing, evaluating and recommending approval or modification to the Librarian of reorganization proposals submitted. Other significant responsibilities include the establishment, maintenance and monitoring of promotion plans in all departments, the handling of reconsideration requests and the interpretation of LCR's governing the Position Classification and Organization Program.

LIBRARY OF CONGRESS

RECRUITMENT AND PLACEMENT OFFICE

David D. Lombardo - Recruitment and Placement Officer
Tyrone J. Mason - Ass't. Recruitment and Placement Officer

Room: G-108 - Phone: 5601

Responsible for developing and carrying out recruitment programs tailored to the Library's staffing needs; for examining the qualifications of applicants for employment to determine eligibility for particular positions; for developing and applying promotion requirements throughout the Library; for evaluating placements aimed at improving selection and utilization of Library personnel; for pinpointing types of positions which would facilitate employment of the handicapped and economically disadvantaged.

LIBRARY OF CONGRESS

TRAINING OFFICE

Harvey H. Joiner, Jr. - Training Officer

Responsible for the administration of the provisions of the Government Employee's Training Act of 1958 as it applies to the Library's needs for orientation and training of its staff members to keep current with advancing state-of-the-art, work-related technical training, in-service functional courses, self-development encouragement and counseling, and supervisor/executive management training.

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THE UNIVERSITY OF CHICAGO
THE JOSEPH REGENSTEIN LIBRARY
1100 EAST 57TH STREET
CHICAGO · ILLINOIS 60637

June 8, 1973

Stanley McElderry
Director, The University of Chicago Library
Chicago, Illinois 60637

Dear Mr. McElderry:

We present herewith the recommendations which you asked of us on May 16. If you find them satisfactory, our work, as we understand it, is done; and we ask to be discharged.

As you know, the needs of this organization are both great and various; the personnel function, we found, necessarily reaches into every corner of the organization. It is, therefore, at one and the same time, a function both essential and impossible to organize. The attached report attempts to resolve this paradox in a way that the staff, generally considered, will understand. It does not, however, capture all of our discussion nor state the sum of what we think we have learned in preparing it.

We would, therefore, like to make one further recommendation. In the search for candidates outside the staff we think that a committee with at least some members drawn from this committee would serve usefully in helping select a personnel officer, and perhaps more usefully still, in helping to orient the person selected to the University, to the Library and to the duties of the office. Such a committee should be expected to discharge its function within a stated, limited time, perhaps three months from the time the personnel officer joins the staff. The need for a standing committee should be decided during that time in cooperation with the personnel officer.

Sincerely,

Barbara Conant

Sidney F. Huttner

Alice Kniskern

Joanne Leavell

Martin Runkle

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REPORT OF THE COMMITTEE TO DEFINE THE DUTIES AND THE QUALIFICATIONS OF THE CHIEF PERSONNEL OFFICER OF THE UNIVERSITY LIBRARY

TO STANLEY McELDERRY
June 8, 1973

This committee was called into being the afternoon of May 16, 1973, and asked to prepare its report by June 8, 1973, an elapsed time of just three weeks. The committee had two charges: to define the duties and describe the function of a chief personnel officer for the Library, recommending that description to you; and to recommend the qualifications, experience and orientation desirable in the kind of person who should fill the personnel position in the Library.

The committee first met on Friday, May 18, and quickly discovered that none of its members possessed any expert knowledge of the personnel function, that none had given a great deal of thought to how the office should be organized in this Library, and that none had strongly-held opinions concerning the topics on which we were to deliberate and recommend. In the circumstances it seemed wisest to tap as rapidly as possible and as completely as necessary the considerable prior thought, expertise, and wisdom available within the Library and elsewhere in the University. A substantial number of names were suggested and the chairman of the committee arranged interviews with Lester Asheim, Fred Bjorling, Herman Fussler, Karen Heydegger, D. Gale Johnson, Wallace Lonergan and Maxine Reneker. Several other people were contacted but unavailable with the limited time at the committee's command.

The committee would like to thank most sincerely the people who met with it: all responded with extraordinary thoughtfulness to our questions. With their help we were able quickly to satsify ourselves that we had understood the essential issues; needless, perhaps, to say, they are in no way responsible for our recommendations. We would also like to acknowledge our appreciation of numerous staff members who expressed their interest in the issues we were considering and the two who provided

written comments. We also looked closely at the Design Group's summary of needs expressed during the needs analysis meeting.

The following report has three parts. The first section attempts to list the responsibilities properly assigned a personnel officer and to find the boundaries of those responsibilities. The second section considers questions which the committee found necessary to discuss at length. All seemed potentially to bear centrally on the definition of the personnel function for this Library and on the choice of a chief personnel officer for it. The third section summarizes our sense of the abilities and qualities that should be sought in candidates for the position.

I. Functions of the Personnel Officer in an Organization

The logical and traditional role of the personnel officer is to reconcile, in the best and most creative way possible, the interests of people with the goals of the organization. In performing this role the personnel officer has typically collected or been assigned responsibility for a number of activities:

1. Manages the business operations of the personnel office.
2. Maintains consistent, careful employee records.
3. Serves as a resource on currently available tools and programs in all areas of personnel management and supervision.
4. Monitors classed, equitable pay plans.
5. Collects information regarding wages, benefits and employee development programs at comparable institutions.
6. Participates in the establishment and maintenance of a system of job descriptions.
7. Ensures that performance evaluations are fairly and equitably carried out by managers.
8. Monitors equitable systems of intra-institutional transfers.
9. Consults with managers in regard to appointment, evaluation and termination procedures; participates in the process of carrying through these procedures.
10. Identifies future manpower needs and develops programs to insure that these needs will be met.
11. Participates in the establishment and maintenance of staff orientation programs.

12. Coordinates and encourages staff development programs.
13. Coordinates a program of staff recruitment and monitors its effectiveness with respect to equal opportunity/affirmative action programs and other legal requirements.
14. Recruits and screens candidates for Library positions, and refers them to managers.
15. Develops informally or systematically an awareness of good people in other institutions who may become available or who may be recruited as needs arise.
16. Nurtures good working relationships with other University offices, for example, the University Personnel Office, Career Counseling and Placement, the Graduate Library School.
17. Communicates, interprets, and administers personnel policies provided by the Provost's Office, the University Personnel Office, and the Library.
18. Identifies areas that require personnel policies, and assists in their formulation.
19. Serves as a counselor in two respects: some staff members will use the personnel officer as a resource person for personal needs, for example emotional, medical or financial needs, or for articulation of career directions or opportunities. And, even though separate grievance machinery may be provided, the personnel officer may often play a role as a neutral party to the resolution of grievances.

Successful performance of any of the other responsibilities requires the first two; efficient operations and careful collection and organization of employee records are, in that sense, the primary responsibilities of the personnel department. The personnel officer, however, cannot be fully and solely responsible for any of the other possible assignments. Rather he must play a role at once active and responsive, encouraging other parts of management to create and maintain programs that in his judgment would serve both the needs of employees and the goals of the organization but equally responding to the needs and priorities as they are expressed by the staff. Thus, the personnel officer should not set the goals of an organization, but he must be involved in the process by which goals are set so that the goals selected are more likely to be ones that the staff can accept in terms of their needs and aspirations.

Many organizations, and we feel this organization in particular, see many if not most of their problems as problems of the personnel department. Look for example at the long list of needs expressed in the needs analysis meetings and which are labeled personnel needs in the "Summary of the Data from the Needs Analysis Meetings." Viewed against the functions typically assigned a personnel officer, as listed above, few of these needs can be met by the personnel department alone.

The view that it is the personnel officer who is, in the end, responsible for the solution of most of an organization's problems is a comfortable one for many executives, managers, and supervisors in an organization. They can continue to act pretty much as they have while the personnel officer proceeds to deal with any staff problems. This view is, obviously, unrealistic. The personnel officer properly interacts with many of the problems of an organization, but often their real solution depends on action by executives, managers, and supervisors. For effective resolution of problems it is essential that all staff members realize the importance of this observation; the personnel officer can himself solve administrative problems only at the potential cost of his relationship to the staff. He must, on the other hand, responsibly interpret the policies and decisions of management.

The delicate, continuous balancing of competing roles implied by these comments is the essence of the work of the personnel officer. The successful personnel officer is able to discriminate carefully and judge accurately; the unsuccessful personnel officer will rapidly lose the confidence of both staff and management by failing to understand at each moment which role is required. Many organizations, recognizing the difficulty of the work of the personnel officer, have sought support mechanisms in standing personnel committees which the personnel officer can use for advice and review of his activities.

One further observation on the functions to be assigned to a personnel officer in this Library. One person, particularly one new to the

organization, can not perform all of these functions immediately. Everyone must realize that a development process is at work, that the effective time frame for useful results is months and years and that many of the most important personnel functions are both time-consuming and never-ending. Because of this, and because the needs of any organization change, it may be desirable to appoint a personnel officer for a stated period of time, subject to review and reappointment. After an initial probationary period, an appointment should not be less than three nor more than five years.

II. Factors substantially affecting the choice of a personnel officer for this Library

The committee found five factors which recurred frequently in our discussions and our interviews and which, apparently, are widely perceived as affecting both the function and the qualifications of the presonnel officer in this Library.

1. Should the personnel officer have had extensive experience in the personnel field?

   A number of considerations were advanced to this question. Some of those we interviewed mentioned the probably limited opportunities for advancement for librarians; with a personnel background they might not have the relevant experience to move to other kinds of senior administrative positions later in their careers, remaining "trapped" in personnel work. Others felt that the need for library administrators with personnel experience is so great that librarians with a personnel background would be vigorously recruited for senior positions.

   Some people urged that only candidates with personnel experience be sought; others suggested that the number of competent, experienced personnel people is so small and their salaries so high it would be senseless to seek them. The committee feels that though some experience related to personnel work would be desirable, the kind of background is not as important as the attitudes and abilities of the personnel officer.

2. Should the search for a personnel officer be limited to the staff of the Library? Should it, on the contrary, be exclusively directed toward people not on the staff?

   Many have urged us that the search be directed outside the staff, usually on the grounds that any member of the staff vigorous

enough to be considered would find himself compromised with one group or another, would find it impossible to find acceptance generally, and thus would be unable to work effectively. Others have pointed to the considerable advantage that a working knowledge of the people and procedures of the Library and the University would be; a personnel officer from the staff could begin work almost immediately while someone from outside the Library, and certainly someone from outside the University, would require twelve to eighteen months or more of orientation and learning before being able to apply his abilities fully.

The personnel office can also be seen as an important position in a staff development program. The organizational knowledge gained by having on the staff several people with experience of the responsibilities of the personnel office is extremely attractive. Such a pool might reasonably be created by rotating a number of staff members into the position on a relatively short, perhaps three year appointment.

Although not originally so inclined, the committee found itself increasingly persuaded by the latter considerations. It therefore recommends that applications be strongly encouraged from current staff members and that the candidates which result be very carefully reviewed along with candidates resulting from the search outside the staff.

3. Should the personnel officer report to the director or be related to the administrative officers of the Library in some other way.

   We recommend that the direct relationship of the personnel officer to the director be continued. Very quickly after a candidate has accepted the position, the scope of his authority and responsibilities must be carefully articulated to the staff.

4. Should the relationship of the personnel officer to the professional staff of the Library be essentially the same as that to other staff, or should the personnel needs of the professional staff be handled in quite another way?

   The University Personnel Office currently has the final, effective approval, for equity purposes, of all specific personnel decisions regarding salary level, classification, appointment and termination for staff not on academic appointment. The Provost's Office, however, has final approval in all personnel matters involving members of the professional staff. These facts of life have tended to structure the functions of the personnel office, which has played a quite independent though coordinating role between the non-professional staff and the University Personnel Office and has much less direct involvement and authority in professional staff matters. The precise relationships apparently have not been clearly articulated and therefore not fully understood by the staff. The question is, therefore, an important one.

The committee is, however, of two minds about the direction of the solution. Some members see the current situation as an opportunity for substantial involvement of the professional staff in structuring for themselves the methods by which their personnel needs should be met. A committee similar to this one, appointed by the director, might make appropriate recommendations.

Other members of the committee feel that the personnel officer could be expected to play very similar roles in respect to the professional and the non-professional staff.

5. How should the personnel officer balance his time and energy between the needs which arise within the Library and those which derive from University personnel and budget policies?

   A great deal of attention must be paid to the quality of the working relationship between the staff of the Library Personnel Office and the staff of the University Personnel Office. It is possible, and should be kept in mind, that the Library must respond to other University offices; at times those offices may preempt the time of the Library Personnel Office.

   On the other hand, the staff of the Library senses, and the committee concurs, that our most profound needs at this time are internal. These needs must have attention paid to them, and the committee recommends that the kinds of abilities required to successfully effect changes through the small group process be one of the qualities sought in candidates for the chief personnel officer.

The committee identified three further concerns which need to be considered. While they seem to us not as important as the foregoing factors, they appear to be likely to affect significantly the quality of the work the personnel officer is able to do.

1. Location of offices

   The current location of the personnel office in the administrative suite seems to some to emphasize inappropriately the administrative role of the personnel office. The committee agrees that separation of the office physically might be appropriate symbolically, but it seems much more important to us that the personnel office be clear in its objectives and consistent in maintaining its role. If it is able to accomplish this successfully, the location of the office is probably not of great importance; if it is not, the location of the office will not long protect it.

   It does seem important to us, however, that the office have adequate facilities. It should be possible for the personnel officer to control comfortably the staff responsible to him and to have an adequate amount of space for files and furniture as well as privacy.

The current arrangements seem inadequate to us and should be improved. It would be splendid to greet the new personnel officer with well-conceived alternative plans for rearrangement and improvement of the facilities at his disposal.

2. Support staff

   There is no question that the personnel officer must have support staff; the current level of two full time people seems not extravagant. The chief personnel officer should, obviously be allowed to organize the personnel staff as he thinks best.

3. Clarification of budget/personnel record-keeping responsibilities; who handles which data? Why? When?

   The need of the budget officer for much data supplied by the personnel office can result in occasionally conflicting priorities since the same basic forms are analyzed for personnel information as well.

   At a far more general level, it is essential that the personnel officer be clear about his role in budget matters and be completely open about that role to the staff; in general we feel it would be wise for the personnel officer to have no direct role in budget allocations nor control of budget expenditures.

III. The qualifications of the personnel officer for this Library

The primary responsibilities of this position are those of organizing and conducting the activities of the personnel office of a large academic library. Like comparable institutions, this one has its problems, some of them personnel problems. The chief personnel officer is expected to cope successfully with them all, satisfying fully the expressed needs of the very articulate staff while convincing University and Library administrators of his essential sobriety--doing both while remaining completely open in work and deed. In order for the appropriate personnel functions to be carried out by the personnel staff, the Library needs increased training for supervisory/management staff and the organization of a comprehensive orientation and in-service staff development program.

The qualities and abilities required are not likely to be found, easily, in one person. We recommend that the search committee seek candidates whose records and attitudes give evidence that they will be able to meet the demands of the office--keeping in mind that all the candidates will

be merely people, not solutions to our many problems.

The committee feels that although educational qualifications of the personnel officer are important, they, however, are not the overriding consideration. The committee considers that professional training in either librarianship, personnel management, or other related areas would be acceptable, and that any deficiencies could be countered through the use of a personnel advisory committee, consultants and/or through means other than those enumerated in this report.

Perhaps a major qualification would be a commitment to the group process method for problem solving. Successful experience in this process would be extremely helpful; at least an openness to participating in such a process would be essential.

THE UNIVERSITY OF CHICAGO LIBRARY

CHICAGO · ILLINOIS 60637

POSITION OPEN: PERSONNEL OFFICER

The Personnel Officer is a staff officer reporting to the Director of the Library. The primary responsibilities of this position are those of organizing and conducting the activities of the personnel office of a large academic library. Of immediate importance to the Library are the identification and formulation of needed personnel policies, and the establishment of staff orientation and development programs, including a program of supervisory and management training.

In addition the Personnel Officer:

1. Manages the Personnel Office and supervises the work of its staff, which maintains employee records, recruits, interviews and screens potential employees, and processes the forms connected with hiring, promotion, transfer, discipline, leave and termination.

2. Serves as the Library's specialist in techniques of personnel work, offering assistance in the design of classification and pay plans within the limits of University policy, the preparation of job descriptions, and the establishment of a system of performance evaluations. Continually monitors the execution and review of personnel procedures by managers and supervisors.

3. Communicates, interprets, and administers personnel policies established by the Provost's Office, the University Personnel Office, and the Library.

QUALIFICATIONS

1. Successful professional experience in personnel administration, preferably in an organization having a substantial number of professional employees. This experience should include direct responsibility for personnel activities such as those described above.

2. An advanced degree in personnel administration, library science, or another pertinent field.

SALARY

Open, depending upon qualifications.

Application should be made to: Stanley McElderry, Director
The University of Chicago Library
1100 E. 57th Street
Chicago, Illinois 60637